

ANNUAL REPORT 2022-2023



MESSAGE FROM THE CEO

Dear members,

Addictions and Mental Health Ontario has a lot to be proud of this year. We can be proud of our advocacy efforts that led to the largest increase baseline funding for community mental health and addictions services in over a decade; proud of the four year strategic plan we developed to build a more comprehensive and connected mental health system; and, most importantly, proud of AMHO members' relentless pursuit to improve the lives of those living with, or affected by, mental health and addictions across Ontario.

As Chief Executive Officer, I am proud to lead the innovative and hard-working team at AMHO. Our determination has delivered real results for AMHO members and Ontarians across the province. Earlier this year, our team held a very successful Queen's Park Day, meeting with several Ministers and MPPs to underscore the urgent needs of the mental health and addictions sectors. Thanks to the advocacy of AMHO and its membership, the provincial government announced a 5% baseline funding increase for community mental health and addictions services providers in the 2023 provincial budget.

While this investment responds in part to the rising challenges in community MHA - such as the ongoing health human resources crisis - significantly more attention, investment, and collaboration between government and community mental health and addiction service providers are required if we are to successfully address these challenges in the months and years to come.

AMHO will continue to voice our shared concerns about these issues and more as we move forward. Calling attention to a problem is not enough; action is the only way we can achieve solutions. As members of the public turn their attention towards these crises, we have an unprecedented opportunity ahead of us to garner public support and embed real change in the healthcare landscape of our province.

I am constantly amazed at how such a large and diverse community within AMHO can work together to find real solutions to many cross-sectoral issues. It is through this shared vision that we can continue moving forward with the development of a mental health and addictions system that is the best in the world.

Finally, I'd like to acknowledge the tremendous contributions of Nancy Chamberlain, who is completing her term as our Chair of the Board of Directors. From the outset of her appointment as Board Chair in 2020, Nancy has been a driving force behind the growth, impact, and sustainability of AMHO. Leading our organization through both the pandemic and transition of leadership, Nancy's guidance has been a source of inspiration and encouragement for all of us. We are immensely grateful for her leadership, generosity, and spirit. Thank you, Nancy.

Sincerely,



Alisha Tharani

Alisha Tharani
Chief Executive Officer

MESSAGE FROM THE BOARD CHAIR

Dear members,

As I look back on the past year for AMHO and my last year as Chair of the Board of Directors, I am once again struck by the resilience and determination of our members, Board of Directors and AMHO staff. While much of our time this past year was spent in a virtual environment, AMHO once again rose to the challenge, finding innovative and effective solutions to advance key priorities, and continue moving the mental health and addictions sectors forward.

The past year has been one of unprecedented challenges. But in the face of adversity, AMHO has shown exceptional resilience, adaptability, and above all, a commitment to being there for its members when it was needed most. Thanks to the steady leadership of our CEO, Alisha Tharani, I am confident that AMHO will achieve the priorities set out in our ambitious four-year strategic plan, continue moving forward on our commitments to equity, anti-racism, and anti-oppression, and ensure that our members have access to the information and resources necessary to achieve the highest levels of success.

I want to extend my deepest gratitude to our members. Your work is not just about providing service; it's about changing lives and leaving a lasting impact. With an estimated 2.5 million people in Ontario experiencing a mental illness or addictions challenge in a given year, the work you are called upon each and every day could not be more important. Your dedication on the front lines as you engage with new challenges, respond to the changing needs of your communities, and continued advocacy for lasting solutions is admirable. The stories we hear from the field are a testament to this truth: AMHO members are pillars of support, guidance, and care for those navigating the complex landscape of mental health and addictions. Today, we celebrate not only our collective achievements, but also the invaluable role each of you plays in keeping the promise of care alive.

To the staff at AMHO, you are the unseen heroes, working tirelessly to ensure our vision for the best mental health and addictions care anywhere comes to life. You are the heart and soul of AMHO, and we are grateful for your commitment to this cause.

As I conclude my term as Chair, I would like to emphasize a thought that guides our mission: we must never lose sight for whom we're doing this work. Amidst the paperwork, the stress and struggles, the people we serve must remain at the forefront of our efforts.

Sincerely,

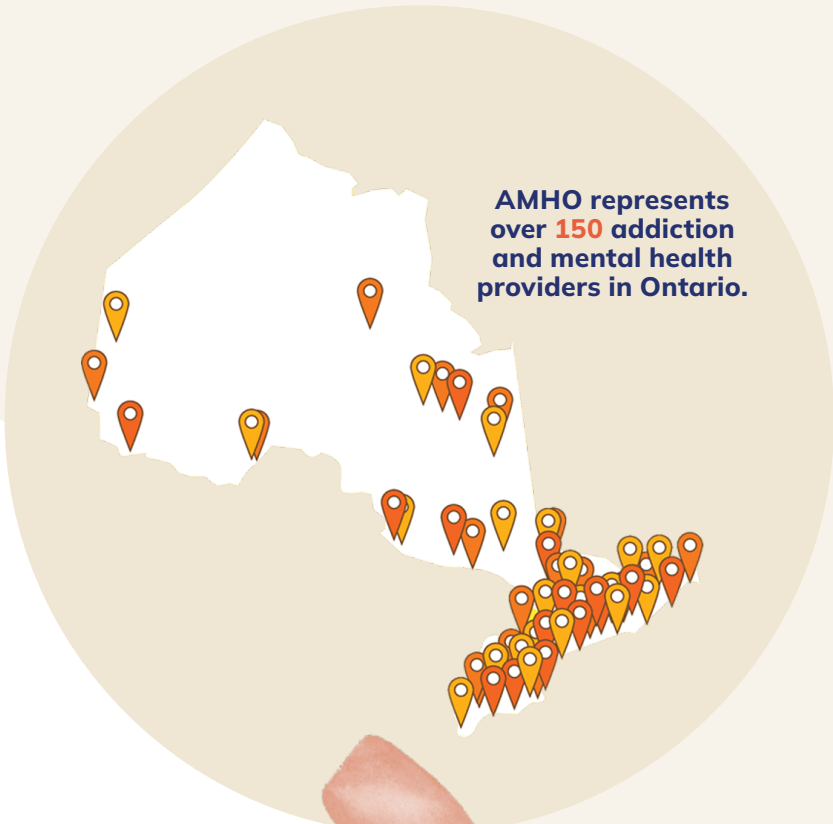


A handwritten signature in blue ink, appearing to read 'Nancy Chamberlain'.

Nancy Chamberlain
President and Chair of the Board

As the collective voice of our members, AMHO provides leadership and advocacy towards the goal of building a comprehensive and accessible system of addiction and mental healthcare.

We strive to improve the well-being of individuals, families, and communities across Ontario. We do this through policy work, advocacy initiatives, equity and anti-oppression training, service development, knowledge exchanges, education offerings, and quality improvement work. This annual report showcases the work AMHO has done over the 2022-2023 fiscal year (FY22-23) and has been separated into three sections, representing the three pillars of our 2020-2023 strategic plan: **Advocate, Communicate, and Sustain.**



AMHO represents over **150** addiction and mental health providers in Ontario.

1 Advocate

Provincial Budget 2023

The province's 2023 budget represented a landmark achievement for AMHO and its membership. Included in the budget was a 5% base funding increase for the addictions and mental health sector, the largest single-year increase in over a decade.

This new investment is a direct result of the advocacy AMHO, its members, and partner organizations have participated in over the past several years. In 2022-23, AMHO CEO Alisha Tharani met with leaders from across the provincial government to showcase the services AMHO members provide and reiterate the need for increased support.

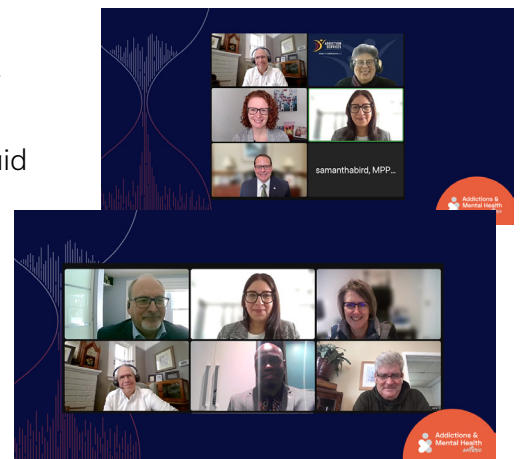
The AMHO 2023 pre-budget submission was released in February 2023 and called for three major commitments:

- 1 A provincial commitment to address waitlists for services by supplying the funding needed to hire new staff and expand care access
- 2 A provincial commitment to solve human resources challenges by providing a baseline funding increase
- 3 A provincial commitment to address the inflationary costs for services, food, and housing

This pre-budget submission was informed by conversations with AMHO members and our annual pre-budget survey. We are encouraged that the government's 2023 budget reflects the sector's urgent need for support and we look forward to continued conversations to address the ongoing needs in the delivery of addictions and mental healthcare services.

Queen's Park Day

AMHO hosted its fourth Queen's Park Day on February 23, 2023. Our goal was to meet with key decision makers from across the province's political spectrum and to communicate the key messages that were laid out in the 2023 pre-budget submission. This year's Queen's Park Day was held virtually, and we met with MPPs from all provincial parties, including several members of the Cabinet. This included meetings with Deputy Premier and Minister of Health Sylvia Jones, Associate Minister of Mental Health and Addictions Michael Tibollo, and Associate Minister of Housing Michael Parsa. We were pleased to note in the discussions there appeared to be a more focused, and deeper understanding of the MHA crisis in the sector, and an increased desire to work together to solve the issues.



Recovery Month Meetings

During Recovery Month in September 2022, AMHO CEO Alisha Tharani met with three provincial leaders to demonstrate the impact AMHO members have on their clients and communities and to discuss the importance of further funding substance use and addictions services in support of the recovery journey.

The meetings took place at Punjabi Community Health Services (PCHS) in Brampton and the Pine River Institute in Mulmer. We were grateful for the hospitality of these member organizations and the work they did to showcase the breadth of their services. Associate Minister of Mental Health and Addictions Michael Tibollo and Treasury Board President Prabmeet Sarkaria joined us at PCHS, while Deputy Premier and Minister of Health Sylvia Jones met with us at the Pine River Institute. All three meetings led to productive discussions on the importance of addiction and mental health services and the challenges AMHO members and their clients are facing.



2022 Provincial Election

Ahead of Ontario's June 2022 election, AMHO developed and distributed an analysis of each party's platform on addiction and mental healthcare. It was encouraging to see that all political parties have begun incorporating mental health and addictions promises into their platforms. The analysis compared the Liberal Party, NDP and Green Party platforms, as well as the proposed budget of the Ontario Progressive Conservative Party.

The analysis was published and distributed among AMHO members along with a digital tool to send letters to MPP candidates in each member's local riding. This letter highlighted the urgent need for addictions and mental health support and reiterated how important it is to reduce wait times, solve the health human resources challenges and provide high-quality addiction and mental healthcare for all Ontarians.



Health Human Resources (HHR)

The MHA sector has faced HHR challenges for many reasons, including historic underfunding, heightened risk of burnout, and increasing complexity and acuity of clients. The pandemic exacerbated these issues with respect to retention, recruitment, and burnout. It also highlighted the gaps between the MHA sector and other sectors in the healthcare system. As such, AMHO has been engaging with members, stakeholders, and experts to collect data on HHR pressures in the MHA sector.

Mental Health and Addictions HHR Survey

In February 2023, AMHO members, alongside members of Children’s Mental Health Ontario (CMHO) and Canadian Mental Health Association – Ontario Division (CMHA-ON) received a survey to collect salary, benefits, and high-level HR data on such things as vacancy, turnover rates, and average length of employment. The results supported anecdotal reports that the MHA sector is experiencing challenges with recruitment, retention, and burnout. The results demonstrated high turnover rates and significant pay inequity between the community MHA sector, and staff in acute care and school boards. Further, the results showed that some MHA staff are not being paid a living wage and/or are living close to the poverty line.

All of these issues are leading to:

- 1 Lower service volumes and longer wait lists due to challenges with recruitment and retention into the community sector.
- 2 Decreasing client-to-staff ratios leading to safety concerns for both clients and staff.
- 3 Temporary or permanent closures to programs or services, due to understaffing.

Advocating for support to address health human resources challenges in MHA is a central priority for AMHO, and we will continue to provide recommendations to government on ways to sustainably address the crisis.

Data and Digital Initiative

In January 2023, AMHO hosted regional webinars to enable members to directly engage with the MHA Centre of Excellence (CoE) at Ontario Health (OH) on the Data and Digital Initiative (DDI), a central pillar of the Ministry of Health’s Roadmap to Wellness. The webinars included an overview of the proposed data collection and reporting requirements for the community MHA sector, through the new MHA Provincial Data Set (MHA-PDS). AMHO members had the opportunity to provide feedback on the proposed approach and communicate with OH directly on the unique needs of their organizations.

As a Coordinating Lead, AMHO continues to work with other sector partners and the CoE to support our members and the broader sector with onboarding to the MHA-PDS. AMHO is continually engaging with our members to ensure awareness and understanding of the MHA-PDS, and identify any barriers to onboarding, or concerns with implementation and utilization of the MHA-PDS.



Member Engagement

Member engagement has continued to be a priority for AMHO. Throughout 2023, we continued to rely on virtual communication in the form of webinars, newsletters, and virtual conferences and forums. These ongoing updates and engagements ensured AMHO members were kept informed about important sector developments, opportunities for collaboration, and amplify our collective voice.

AMHO reached out to all members on a weekly basis to ensure key updates were received in a timely manner:



AMHO sent 49 weekly Member Bulletins between April 1, 2022 and March 31, 2023.



Additionally, AMHO sent 65 Special Member Bulletins to highlight notable milestones, key announcements, engagement opportunities, and important developments from government.



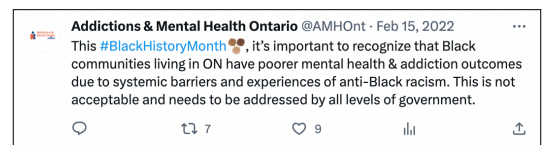
Webinars

Over the course of the fiscal year, AMHO hosted webinars on a variety of topics, including analysis of the reaction to the 2022 provincial election, 2023 provincial budget, and various updates from our partners at Ontario Health and the Ministry of Health, including on Ontario Health Teams, Bill 124 and the Data Digital Initiative. AMHO also organized regional equity meetings for members to discuss equity and anti-oppression practices related to addiction and mental healthcare.

On December 14, 2022, AMHO hosted a Member Engagement Webinar, which was designed to give a year-end update on AMHO's work and advocacy, particularly ahead of that year's budget submission. The Member Engagement Webinar hosted over 60 leaders from AMHO member organizations and featured an opportunity for members to receive updates and engage with representatives from Ontario Health.

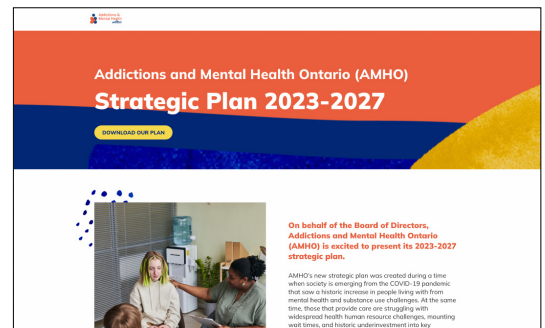
Social Media

AMHO used its social media presence to amplify its advocacy messages for the sector and promote important annual campaigns including Black History Month (February), Pride Month (June), Overdose Awareness Day (August 31), Recovery Month (September), and the National Day for Truth and Reconciliation (September 30). In addition, AMHO used its social media pages for news releases, and to share instant reactions to news around the MHA sector.



Strategic Plan Development

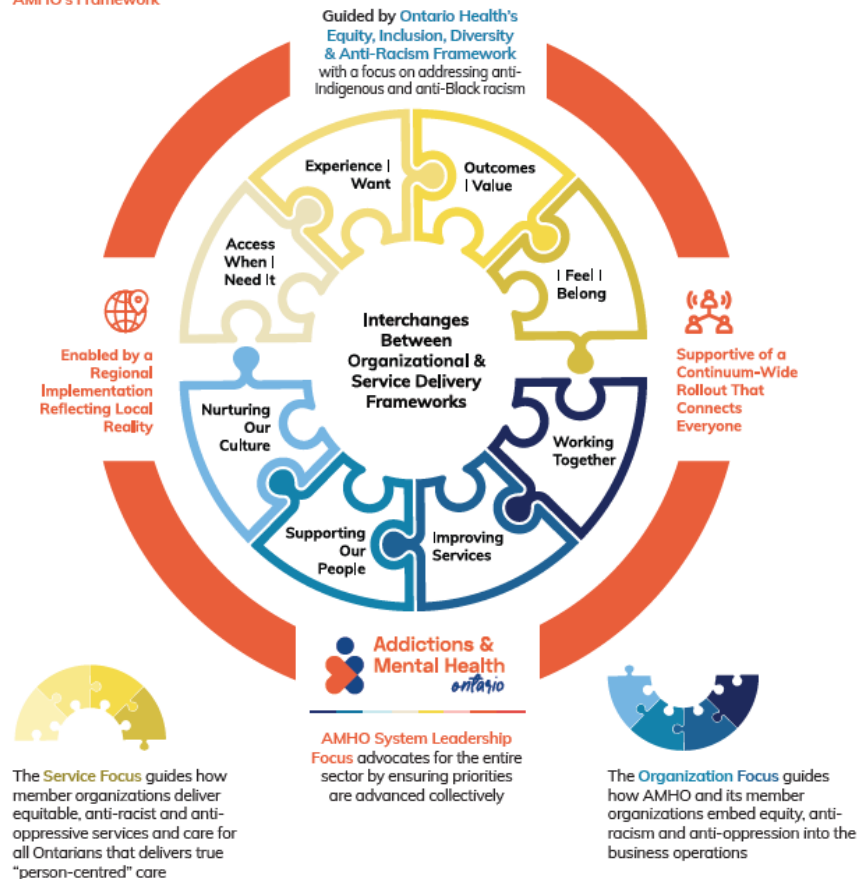
Over the past fiscal year, AMHO sought members' feedback to inform its new Strategic Plan for 2023 - 2027. Through consultations with AMHO members and our board, a member's survey, and key system leadership, including the Deputy Minister of Health, and the CEO of Ontario Health, we sought to understand the needs of the sector, and how AMHO can continue to play a key role in shaping and supporting the future of the mental health and addictions system. Released in June, the plan lays out a future where we will continue to adapt, innovate and serve, always aiming to enhance the standard of care in mental health and addictions. The plan is available at [AmhoStrategicPlan2023.ca](https://www.amho.ca/strategic-plan).



3

Sustain

Ontario Health's Equity, Inclusion, Diversity & Anti-Racism Framework guides and is the foundation for AMHO's Framework



Equity, Anti-Racism and Anti-Oppression

In early 2022, AMHO continued to host webinars with members to explore the needs of members and allow for discussions regarding the delivery of services from an equity, anti-racism and anti-oppression (EARAO) lens. The webinars also provided an opportunity for members to share their experiences and support the implementation of the AMHO EARAO framework at the organizational level.

In December 2022, in collaboration with Across Boundaries, AMHO delivered a series of free EARAO training sessions offered to all members. The training was comprised of a session tailored to Front Line Workers and an additional two-part session tailored to leadership/governance. It was the most attended AMHO call of the year, with over 100 staff members from AMHO organizations across the province attending the event. AMHO continues to share equity opportunities and resources through the weekly member bulletin.

For FY2023/24, EARAO continues to be a priority for AMHO, embedding it into the fabric of the work we do, and supporting our members in their respective journeys towards barrier-free access to care.

Quality Improvement

The Excellence through Quality Improvement Project (E-QIP) - a project AMHO delivers in partnership with CMHA Ontario - continued to offer MHA providers, including AMHO members, with opportunities to advance their knowledge and capacity in quality improvement and data analysis through project coaching, webinars, a community of practice, and many other supports and services.

In April 2023, E-QIP delivered its third annual virtual conference QI Innovations: Better Data, Better Decisions, Better Outcomes. With over 1,000 registrants, the conference attracted providers and system planners from across the sector interested in data driven decision making and quality improvement.

In 2022/23, E-QIP engaged with approximately 130 unique MHA organizations, including:



Coaching 9 project teams to successfully develop and implement a QI project to enhance client experience and health outcomes in their organizations.



Facilitating peer-based, collaborative learning between 79 MHA providers, as members of the Community of Practice (CoP) to drive a commitment to coordinated and continuous improvement across the sector.



Over 140 organizations registered to participate in the new Data Literacy Series launched by E-QIP, providing opportunities to learn about standardized tools and how to effectively work with data. 100 individuals completed the e-learning foundations to QI Course (IDEAS). E-QIP remains committed to working with the MHA CoE and system partners to help drive integration across the healthcare system, in order to meet the increasing demand for mental health and addiction supports and services in Ontario. As a trusted adviser and resource in the community MHA sector, E-QIP will continue to offer stable, focused support to AMHO members to advance QI and measurement efforts.



Wayside House of Hamilton has served men in recovery for over 50 years and recently formalized its commitment to Quality Improvement. To solidify this commitment, I was brought on as Wayside's first Quality Improvement & Data Management Lead in early 2022. As a team, we deliberated on how best to direct our initial QI efforts and decided to start with our waitlist management system. Every client is impacted by its length and every member of our small agency participates in its administration.

This is where E-QIP comes in. Our CEO Regan Anderson immediately identified an opportunity for us to participate in E-QIP's Data Project Coaching. This 10-month journey turned me from a QI novice to a capable practitioner. Our E-QIP coach Abel helped us turn a mountain of data into a reliable, robust waitlist system and facilitated collaboration with other agencies allowing us to share knowledge and experience. We've built a strong foundation for future QI projects and it's all thanks to E-QIP!

Aaron Carubba

*Quality Assurance and Data Management Lead,
Wayside House of Hamilton*

4 Finance

Statement of Operations for the year ended March 31, 2023

	2023	2022
REVENUES		
Cash Membership fees	939,544	898,681
Ministry of Health and Long-Term Care operating grant	588,231	588,231
Special projects (Note 9)	504,489	1,268,184
Donations and other	24,428	26,757
Charitable gaming revenues (Note 10)	20,797	252
	\$ 2,077,489	2,782,105
EXPENSES		
Salaries and Benefits	1,192,355	1,312,816
Contracted services	445,794	480,915
Operations	181,540	167,985
Charitable gaming activities (Note 10)	20,797	252
Emergency/Temporary Supportive Housing Units program grants provided	-	675,798
Excellence through Quality Improvement Project conference	-	32,248
Public Awareness Campaign	-	3,977
	1,840,486	2,673,991
EXCESS OF REVENUES OVER EXPENSES FROM OPERATIONS	237,003	108,114
Loss Claim Insurance Funds (net) (Note 11)	(245)	501,101
Government assistance (Note 12)	-	100,499
EXCESS OF REVENUES OVER EXPENSES	236,758	709,714



Board Members

Thank you to all of our board members for their work over the past year.

Nancy Chamberlain
Chair

Lori Spadorcia
Vice-Chair & Chair of the
Governance Committee

Robin McAndrew
Treasurer & Chair of
the Audit and Finance
Committee

Mike Beauchesne
Secretary

Regan Anderson
Director

Papa Ladjike Diouf
Director

Gord Garner
Director

Alyssa Gremmen
Director

Kristen Kerr
Director

Johanne Levesque
Director

Mark MacAulay
Director

Penny Marrett
Director

Baldev Mutta
Director

Member Benefits

At AMHO, we are inspired and driven by the work of our members. That's why we work hard to support our members through professional development and continuing education, insurance and group benefit plans, and collaborate with system partners on policy and advocacy work to engage the sector and the public.

Advocacy and Government Relations

Through engagement with MPPs, Ministry officials, the media and other health and social service sectors, AMHO advocates for a more comprehensive and accessible addiction, substance use and mental healthcare system. AMHO and its members work together to inform all Ontarians of the state of mental health and addiction services.

Education, Events and Networking Opportunities

Members can learn, meet and share ideas at our Leadership Forums, Community of Practice meetings, webinars and topical seminars throughout the year. We look forward to hosting an Annual Conference in the fall of 2024 which is currently in the planning stages.

Up-To-Date Information and Resources

AMHO remains up to date on key developments in the sector, system and with government, and provides members with concise, up-to-date information and analysis on key issues facing the sector. In other words, as a member, you can rely on AMHO for keeping you up to date on what you need to know when you need to know it.

Group Benefits and Insurance Rates

Keep your staff healthy and safe with a comprehensive health and dental plan at highly competitive rates with AMHO's group benefits plan. Benefits include health, dental, life and disability insurance, and comprehensive liability insurance for all levels of government, from Board of Directors and staff to property. Contact us at info@amho.ca to learn more.



About AMHO

AMHO represents over 150 addiction and mental health organizations in Ontario. Our members provide services and supports that help Ontarians across the province with their recovery, including community-based counselling and case management, peer support and consumer run businesses, residential treatment, withdrawal management, supportive housing, harm reduction and hospital-based programs.

As the collective voice of our members, we provide leadership and engage partners to lead change that will revolutionize the addiction and mental healthcare experience for people in Ontario. We do this through policy work, advocacy initiatives, service development, knowledge exchange, education offerings and quality improvement work. AMHO thanks each of our members for their ongoing engagement and support.

Contact

Addictions and Mental Health Ontario

180 Dundas St. West, Suite 1400, Toronto, ON M5G 1Z8

Phone: 416-490-8900

www.amho.ca | info@amho.ca | [@AMHOnt](https://twitter.com/AMHOnt)



Addictions &
Mental Health
ontario